

**Corporation for National Service**

*Submission of the  
Annual Performance Plan for Fiscal 1999  
February 20, 1998*

Created in 1993, the **Corporation for National Service** is a public-private partnership that oversees three national service initiatives—**AmeriCorps**, which includes AmeriCorps\*VISTA, AmeriCorps\*National Civilian Community Corps and hundreds of local and national nonprofits; **Learn and Serve America**, which provides models and assistance to help teachers integrate service and learning from kindergarten through college; the **National Senior Service Corps**, which includes the Foster Grandparent Program, the Senior Companions Program, and the Retired and Senior Volunteer Program (RSVP).

## **CORPORATION FOR NATIONAL SERVICE BOARD OF DIRECTORS**

Bob Rogers, Chairman  
Kansas City, Missouri

Leslie Lenkowsky  
Indianapolis, Indiana

Victor Ashe  
Knoxville, Tennessee

Arthur Naparstek  
Cleveland Heights, Ohio

Christopher Gallagher, Sr.  
Concord, New Hampshire

Eli Segal  
Washington, D.C.

Carol Kinsley  
Springfield, Massachusetts

## **OFFICERS OF THE CORPORATION**

Harris Wofford  
Chief Executive Officer

Donna Cunninghame  
Chief Financial Officer

Louis Caldera  
Chief Operating Officer

Luise Jordan  
Inspector General

February 1998

Corporation for National Service  
1201 New York Avenue, NW  
Washington, D.C. 20525  
202-606-5000  
TDD 202-565-2799  
[www.nationalservice.org](http://www.nationalservice.org)

## **The Mission of the Corporation for National Service**

To provide opportunities for Americans of all ages and backgrounds to engage in service that addresses the nation's educational, public safety, environmental, and other human needs to achieve direct and demonstrable results and to encourage all Americans to engage in such service. In doing so, the Corporation will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service.

## **TABLE OF CONTENTS**

<b>I. FY 1999 Performance Goals and Indicators</b>	<b>1</b>
Key to the Performance Measurement Tables	1
Timeframe for Performance Goals	2
Performance Measurement Tables	3
Corporation-wide Performance Goals	3
Implementing America Reads	6
Expanding Partnerships in National Service	8
Learn and Serve America	9
AmeriCorps*National Civilian Community Corps	11
AmeriCorps*State and National	13
AmeriCorps*VISTA	16
Foster Grandparent Program	18
Senior Companion Program	20
Retired and Senior Volunteer Program	21
Data Sources for Performance Indicators	22
 <b>II. Data Collection and Analysis</b>	 <b>23</b>
Accomplishment Reporting	23
Community Impact Ratings	23
Customer Satisfaction Surveys	26
Indexes of Program Quality	26
National Surveys	26
Program Evaluation Research	26
 <b>III. Appendices</b>	 <b>27</b>
1. Description of Resources Needed to Achieve the Performance Goals	27
2. Program Logic Models and How the Corporation Designed Performance Measures	29
3. Description of the Means that Will Be Used to Verify and Validate Measured Values	41
4. Completed, Pending, and Planned Program Evaluations	43

## I. FY 1999 PERFORMANCE GOALS AND INDICATORS

This performance plan presents the priority performance goals for the Corporation for National Service in fiscal 1999. In total, there are eighty performance goals in the plan. Fifteen of the goals are corporation-wide, referring either to broad national goals centering on the role of service in American life or to all aspects of the Corporation's programmatic and administrative activities. Ten goals cover Corporation-wide initiatives implementing America Reads and expanding our partnerships with the wider national service network. The remaining fifty-four goals are linked to the three major program areas of the Corporation and their program divisions. These programs are: Learn and Serve America, AmeriCorps (National Civilian Community Corps, State and National, and VISTA) and the National Senior Service Corps (Foster Grandparent Program, Senior Companion Program, and the Retired and Senior Volunteer Program).

### Key to the Performance Measurement Tables

- **Tables.** There are ten tables, three for Corporation-wide goals and seven for programmatic goals. Each table has four columns: performance goals, performance indicators, type of indicator, and source and timing of the data used in the indicator.
- **Strategic Goals, Objectives, and Implementation Steps.** All performance goals are derived from the strategic plan's goals, objectives, and implementation steps. Each table identifies the strategic goals and objectives relevant to its areas of performance. These strategic goals and objectives appear in bold print above the tables containing performance goals. Not every table contains all five strategic goals because not all are appropriate for each of the Corporation-wide initiatives and programs.
- **Performance Goals.** The performance goals are framed as either percentages ( 70% of programs will ....) or as absolute targets to be achieved ( 688 grants will be .... ). These goals are likely to change annually depending on experience, shifts in resources, and changes in external factors.
- **Performance Indicators.** The performance indicators are the general categories of information to be collected on program performance. While the goals may change over time, the indicators will tend to remain constant across program years permitting: (1) the establishment of baselines and (2) trend analysis across time.
- **Type.** These terms identify where the performance falls on a continuum ranging from *output* to *end outcomes*. *Output* is the immediate results of Corporation activity. *Intermediate outcomes* are results that may occur from the efforts of our grantees or program participants, but these results are not the ultimate sought-for goal of the program. *End Outcomes* are the ultimate benefits to the public accruing from national service activities.
- **Source and Timing.** This column reports where the data will come from and how often. Sources may include a financial records system, a survey, a program evaluation, a regular report from a grantee, as well as other sources. Wherever possible, the performance plan relies on existing data sources or modified versions of existing data sources. A list of all the proposed data sources and their status is found in Table 11 on page 22. Of the eighteen data sources, thirteen are either currently in existence or have to be modified slightly with some expansion to meet the defined needs. We are proposing five new data sources.

## **Time Frame for Performance Goals**

The period of performance for all programs and goals is fiscal 1999. It is important to note, however, that the funding for Corporation-supported activities in fiscal 1999 comes from both fiscal 1998 and fiscal 1999 appropriations.

- Fiscal 1998 appropriations are the source of support for AmeriCorps\*State and National and Learn and Serve America activities that occur in fiscal 1999. These two programs award grants late in one fiscal year to support activities that will take place in the following fiscal year.
- Fiscal 1999 appropriations support activities in that same year for AmeriCorps\*VISTA, AmeriCorps\*NCCC, and the National Senior Service Corps programs.
- Activities in fiscal 1999 will set the baseline for performance measures against which subsequent years will be compared.

**TABLE 1. CORPORATION-WIDE PERFORMANCE GOALS, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Service programs that the Corporation supports will have a significant impact on critical community problems.	# 1. Accomplishment data.	Intermediate Outcome	Program Accomplishment Surveys, Annually.
70% of local service programs will be highly successful in meeting critical community needs.	# 2. % of community representatives who rate Corporation programs as highly successful in meeting critical community needs.	End Outcome	Community Impact Surveys, Annually. <sup>1</sup>
80% of national leaders will believe that service is an important tool in solving national problems.	#3. % of national leaders surveyed who report that service is a very important tool in solving national problems.	End Outcome	National Leadership Opinion Survey, every three years beginning in 1999.
	Additional indicators to be developed as part of pending program evaluations.		

**Strategic Goal 2: Communities will be made stronger through service.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
50% of civic and community leaders and elected officials will identify "national service" as an important source of community strengthening and effective citizen engagement in their communities.	# 4. % of surveyed civic and community leaders and elected officials who include "national service" when asked to identify important sources of community strengthening and effective citizen engagement in their communities.	End Outcome	Community Impact Surveys, Annually.
70% of community-based organization directors will experience "national service" as a positive influence on their efforts.	# 5. % of surveyed, community-based organization directors who list "national service" as a positive influence on their efforts.	Intermediate Outcome	Community Impact Surveys, Annually.

<sup>1</sup> See Section II for a description of this survey and other new data collections.

**Table 1. Corporation-wide Performance Goals (continued)**

**Strategic Goal 2 (continued)**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
70% of national service participants and community representatives will experience national service programs as a major way of unifying people of different races and backgrounds.	# 6. % of surveyed, national service participants and community representatives who report that national service programs have served as a major way of unifying people of different races and backgrounds.	End Outcome	Community Impact Surveys, Annual Customer Satisfaction Surveys, Bi-annually.

**Strategic Goal 3: The lives of those who serve will be improved through their service experience.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The lives of program participants will be improved by their service.	Indicators to be developed as part of pending program evaluations.	End Outcome	Pending evaluation: "Longitudinal Research on Service Participants."
Compared with individuals who did not serve, former program participants will be more engaged as active citizens in their communities, including continuing to serve.	Indicators to be developed as part of pending program evaluations.	End Outcome	Pending evaluation: "Longitudinal Research on Service Participants."
The Corporation will have assisted more than one hundred thousand Americans to further their education.	# 7. No. of AmeriCorps Members who have earned the Education Award.	End Outcome	Education Trust Award Data Base.
Serving will improve the lives of at least 80% of volunteers recruited or organized by national service participants.	# 8. % of surveyed volunteers recruited or organized by national service participants who report that serving improved their lives.	End Outcome	Survey of Community Volunteers Generated by National Service Programs. One-time only sample survey.



**Table 1. Corporation-wide Performance Goals (continued)**

**Strategic Goal 4: Service will become a common expectation and experience of Americans as an integral part of civic responsibility.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The percentage of Americans engaged in service in their communities on a regular basis will increase from the level of service in the previous year.	#9. % of respondents to a national survey who report serving or volunteering on an informal or formal basis.	Intermediate Outcome	Independent Sector Survey on Volunteering and Charitable Giving. Bi-annually.
The percentage of Americans believing that performing service is part of the definition of a successful life and necessary to being a responsible citizen will increase from the previous year.	#10. % of respondents to a national survey reporting that performing service is part of the definition of a successful life and necessary to being a responsible citizen.	Intermediate Outcome	Independent Sector Survey on Volunteering and Charitable Giving. Bi-annually.

**Strategic Goal 5: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
AmeriCorps, Learn & Serve America, and the National Senior Service Corps will share common operating systems and consistent goals.	#11. A management information system will be complete and operational for all Corporation programs.	Internal Activity	Certification to the Corporation's Board by Chief Financial Officer.
Fiscal 1999 financial statements will meet applicable auditability standards.	#12. % of applicable auditability standards with which the Corporation's financial statements must comply.	Internal Activity	Certification to the Corporation's Board by Chief Financial Officer.
A majority of the Corporation's partners, including grantees, host organizations, service programs, sponsors, state education agencies, will report that the Corporation practices effective government.	#13. % of respondents reporting that Corporation practices effective government on a set of related indicators.	Internal Activity	Customer Satisfaction Surveys. Annual.

**TABLE 2. CORPORATION INITIATIVE – IMPLEMENTING AMERICA READS, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

Objective A: Increase Corporation focus on children and youth, making it a priority within each program.

Implementation Step 1: Deploy AmeriCorps, Learn and Serve, and Senior Corps participants to help implement the America Reads Initiative

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
20,000 AmeriCorps*State and National members will provide tutoring to elementary school children.	#1: No. of AmeriCorps*State and National members providing tutoring to elementary school children.	Intermediate Outcome	Accomplishment Surveys. Annually.
50,000 community volunteers will be generated and organized by AmeriCorps*State and National members to serve in elementary school reading programs.	#2: No. of community volunteers generated and organized by AmeriCorps*State and National members to serve in elementary school reading programs.	Intermediate Outcome	Accomplishment Surveys. Annually.
1,000 children will be tutored by AmeriCorps*NCCC members.	#3: No. of children tutored by AmeriCorps*NCCC members.	Intermediate Outcome	Accomplishment Surveys. Annually.
AmeriCorps*VISTA will complete 2,370 service years in projects where the focus of activity is children's literacy.	#4: No. of VISTA service years completed in projects where the focus of activity is children's literacy.	Output	VISTA Management System. Continually updated.
Children tutored in programs organized or assisted by Corporation for National Service supported participants will improve their ability to read.	Indicators to be developed as part of pending program evaluations.	End Outcome	Pending evaluation design.

**Table 2. Implementing America Reads (continued)**

**Strategic Goal 4: Service will become a common expectation and experience of Americans as an integral part of civic responsibility.**

Objective E. Use initiatives such as America Reads to provide opportunities for cross-stream collaboration.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The number of colleges and universities committed to the America Reads Challenge will total more than 1,200.	#5: No. of colleges and universities participating in America Reads.	Intermediate Outcome	America Reads Data Base maintained by the Corporation for National Service. Ongoing.

### TABLE 3. CORPORATION INITIATIVE – EXPANDING PARTNERSHIPS, FY 1999

**Strategic Goal 5: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.**

Objective D: Broaden financial, in-kind, and human resources for national service while focusing the federal role.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
80% of former Learn and Serve grantees will sustain the programs after the grant ends.	#1: % of former Learn and Serve grantees with service-learning programs of same or greater size three years after grant ends.	End Outcome	Pending program evaluation on “Institutionalization of Service Learning in K-12 and Higher Education.” One-time only.
AmeriCorps*VISTA will obtain support for 1,350 service years through negotiated cost-share agreements.	#2: No. of cost-share AmeriCorps*VISTA service years completed.	Intermediate Outcome	AmeriCorps*VISTA Management System.
AmeriCorps*State and National will increase the number of “Ed Award Only” members by 15,000.	#3: No. of “Ed Award Members.”	Intermediate Outcome	Grants Data Base.
AmeriCorps*National Civilian Community Corps cost-sharing campaign will generate \$500,000 by the end of FY 1999.	#4: Amt. of private sector funds generated.	Intermediate Outcome	Corporation for National Service Financial Records System.

## TABLE 4. LEARN AND SERVE AMERICA--FY 1999 PERFORMANCE GOALS

### Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.

Objective A: Increase Corporation focus on children and youth, making it a priority within each program.

Implementation Step 4. Work with organizations that serve youth to increase opportunities for youth to serve others and engage in service-learning.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Award approximately \$ 50 million for service-learning programs	#1. Amt. of funds awarded to support service-learning opportunities	Output	Grants Management Data Base. Annually.
Award more than 225 K-12 and higher education grants	#2: No. of grants awarded	Output	Grants Management Data Base. Annually

### Strategic Goal 3: The lives of those who serve will be improved through their service experience.

Objective A: Increase the number of individuals who have the opportunity to earn educational aid by performing service.

Implementation Step 5. Implement the national service scholarship program so that at least one locally matched \$ 1,000 scholarship for outstanding student service is offered in every high school.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Award 15,000 National Service Scholarships.	#3: No. of high school students receiving National Service Scholarships.	End Outcome	Citizen Scholarship Foundation of America. Annual Report.

**Table 4. Learn and Serve America (continued)****Strategic Goal 3 (continued)**

Objective C: Increase Learn and Service America’s ability to improve the lives of participants, including their educational success and community involvement.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Support more than 800,000 students in service-learning projects	#4: No. of students in projects supported by Learn and Serve America	End Outcome	Learn and Serve America Grantee Quarterly Reports.
Students in service-learning programs will show improvement in educational achievement	#5: Students in service-learning programs will show a greater impact on measures of educational achievement than students not participating in service-learning.	End Outcome	Pending program evaluations.

**Strategic Goal 4: Service will become a common expectation and experience of Americans as an integral part of civic responsibility.**

Objective B: Build, expand, and sustain an infrastructure that integrates service-learning and student service opportunities into the educational system and community-based youth programs.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Corporation-supported programs will have staff trained in the principles of quality service-learning.	#6: % of programs showing characteristics of program quality	Intermediate Outcome	Learn and Serve America Quarterly Reports.
70% of Service-learning programs will rate the support of Learn and Serve America as a valuable resource in meeting the goals of their institutions.	#7: % of grantees and subgrantees who rate the Learn and Serve America Program highly in helping achieve their institutional objectives.	Intermediate Outcome	Customer Satisfaction Survey. Annual.
80% of former Learn and Serve grantees will sustain their service-learning programs after the grant ends.	#8: % of former Learn and Serve grantees with service-learning programs of same or greater size three years after grant ends	End Outcome	Pending program evaluation on “Institutionalization of Service Learning in K-12 and Higher Education.” One-time only.

**TABLE 5. AMERICORPS\*NATIONAL CIVILIAN COMMUNITY CORPS, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
More than 500 project applications approved.	#1: No. of project applications approved.	Intermediate Outcome	NCCC Database system.
AmeriCorps*NCCC projects will meet critical community needs.	#2: Accomplishment Data.	Intermediate Outcome	NCCC Accomplishments Survey. Annually

Objective F: Increase the capacity of programs to respond to local emergencies and natural disasters.

Implementation Step 4: Increase number of AmeriCorps\*National Civilian Community Corps teams trained and available year-round to respond to disasters.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
50% of members and teams trained and serving in disaster relief.	#3: % of members trained and serving in disaster relief.	End Outcome	NCCC Data Base.

**Strategic Goal 2: Communities will be made stronger through service.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
90% of community representatives surveyed will give high ratings to the quality and impact of AmeriCorps*NCCC projects.	#4: % of community representatives rating projects as highly successful.	End Outcome	Community Impact Rating Survey. Annually.

**Table 5. AmeriCorps\*National Civilian Community Corps (continued)**

**Strategic Goal 3: The lives of those who serve will be improved through their service experience.**

Objective A: Dramatically increase the number of individuals who have the opportunity to earn education aid by performing service.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
80% of those who enroll as members of AmeriCorps*NCCC will successfully complete the term of service.	#5: % of Members who earn Ed Award.	End Outcome	Trust Data Base.
25% of former Members will report that the educational trust award was a significant factor in their decision - and their ability - to go to college.	#6: %. Of former Members who report that the educational trust award was a significant factor in their decision - and their ability - to go to college.	End Outcome	Indicators will be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."
30% of former Members will report that it was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	#7: % of former Members who report that the Ed Award was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	End Outcome	Indicators will be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."

Implementation Step 3: Expand the AmeriCorps\*National Civilian Community Corps member population to 5,000 by the year 2002.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
AmeriCorps*National Civilian Community Corps will enroll 1,100 members in 1999.	#8: No. of members enrolled	Intermediate Outcome	AmeriCorps Enrollment Data Base.



**TABLE 6. AMERICORPS\*STATE AND NATIONAL, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The Corporation will support approximately 640 AmeriCorps*State and National Programs (Grants + Subgrants) with FY 1998 funds.	#1: No. of AmeriCorps*State and National Programs (Grants + Subgrants).	Output	Grants Data base. Annually.
AmeriCorps*State and National Programs will meet critical community needs.	#2: Accomplishment Data.	Intermediate Outcome	Accomplishment Survey. Annually.

**Strategic Goal 3: The lives of those who serve will be improved through their service experience.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
75% of former members will spend more time volunteering in years after AmeriCorps service than the does the U.S. population as a whole.	#3: % of former Members reporting time volunteering in years after AmeriCorps service.	End Outcome	Indicators will be developed as part of pending program evaluation "Longitudinal Research on Service Participants."

**Table 6. AmeriCorps\*State and National (continued)**

**Strategic Goal 3 (continued)**

Objective A: Increase the number of individuals who have the opportunity to earn education aid by performing service.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
AmeriCorps will enroll more than 27,000 members (not including Ed Award Only members), supported by FY 1998 funds.	#4: No. of members enrolled.	Intermediate Outcome	Enrollment Database.
80% of those who enroll as members will successfully complete the term of service.	#5: % of Members who earn Ed Award.	End Outcome	Trust Data Base.
40% of former Members will report that the educational trust award was a significant factor in their decision - and their ability - to go to college.	#6: %. of former Members who report that the educational trust award was a significant factor in their decision - and their ability - to go to college.	End Outcome	Indicators to be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."
30% of former Members who earn the Ed Award will report that it was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	#7: % of former AmeriCorps*State and National members who report that the Ed Award was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	End Outcome	Indicators will be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."

Objective B: Provide training and technical assistance to programs to improve the AmeriCorps members' experiences.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
90% of Members will have a successful service experience	#8: % of Members rating program as offering a successful service experience.	Intermediate Outcome	Enrollment Data Base.

**Table 6. AmeriCorps\*State and National (continued)**

**Strategic Goal 5: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.**

Objective C: Improve national service program structures and systems through better service to state and local program levels.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
85% of AmeriCorps programs will meet the Corporation's standards for success.	#9: % of grantees and subgrantees meeting Corporation standards for success.	End Outcome	Index of Program Quality. Annually.
90% of AmeriCorps programs will meet critical community needs.	#10: % of community representatives rating programs as highly successful.	End Outcome	Community Impact Ratings. Annually.

**TABLE 7. AMERICORPS\*VISTA, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The Corporation will support approx. 1,200 AmeriCorps*VISTA projects	#1: No. of AmeriCorps*VISTA projects.	Output	Grants Data base. Annually.
AmeriCorps*VISTA projects will meet critical community needs.	#2: Accomplishment Data.	Intermediate Outcome	Accomplishment Survey. Annually.

**Strategic Goal 2: Communities will be made stronger through service.**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
AmeriCorps*VISTA will complete approx. 5,500 service years (excluding negotiated cost share agreements).	#3: No. of VISTA service years completed.	Intermediate Outcome	VISTA Management System.
90% of VISTA project sponsors will rate VISTAs as highly successful in helping the sponsor meet its objectives.	#4: % of sponsors rating VISTAs as highly successful on this aspect of service.	Intermediate Outcome	Customer Satisfaction Survey. Annually.
25 community volunteers will be recruited for each AmeriCorps*VISTA service year achieved.	#5: No. of community volunteers generated by VISTAs.	Intermediate Outcome	Accomplish Survey. Annually.
AmeriCorps*VISTA members generate cash and in-kind resources for their sponsoring organizations in a ratio of \$2.50 generated for every \$1.00 of Federal resource.	#6: Amount of resources raised by VISTAs.	Intermediate Outcome	Accomplishment Survey. Annually.
80% of AmeriCorps*VISTA members will complete at least 1 year of service.	#7: % of VISTAs successfully completing term of service.	Intermediate Outcome	VISTA Management System.

**Table 7. AmeriCorps\*VISTA (continued)****Strategic Goal 2 (Continued)**

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
90% of community representatives surveyed will give high ratings to the quality and impact of AmeriCorps*VISTA services.	#8: % of community representatives rating VISTA projects as highly successful.	End Outcome	Community Impact Ratings. Annually.
70% of services begun by AmeriCorps*VISTA projects will be in operation 3 yrs. after project conclusion.	#9: % of VISTA-initiated services in operation 2 yrs after project conclusion.	End Outcome	Program evaluation result from: "Sustainability Study of AmeriCorps*VISTA Supported Projects and Activities" (1997) PeopleWorks, Inc.

**Strategic Goal 3: The lives of those who serve will be improved through their service experience.**

Objective A: Increase the number of individuals who have the opportunity to earn education aid by performing service.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
80% of VISTAs who enroll in the Trust will earn the Ed Award.	#10: % of those VISTAs who enroll in the Trust earning the Ed Award.	End Outcome	Trust Data Base.
25% of former AmeriCorps*VISTA Members who earn the Ed Award will report that it was a significant factor in their decision - and their ability - to go to college.	#11: %. of former VISTAs who report that the educational trust award was a significant factor in their decision - and their ability - to go to college.	End Outcome	Indicators will be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."
55% of former AmeriCorps*VISTA Members who earn the Ed Award will report that it was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	#12: % of VISTAs who report that the Ed Award was a significant factor in their ability to reduce the burden of debt owed to educational institutions.	End Outcome	Indicators will be developed as part of pending program evaluation: "Longitudinal Research on Service Participants."

**TABLE 8. FOSTER GRANDPARENTS PROGRAM, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

Objective A: Increase Corporation focus on children and youth, making it a priority within each program.

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
Foster Grandparents will serve more than 100,000 special and exceptional needs children.	#1: No. of children with special and exceptional needs served.	Intermediate Outcome	Senior Corps Project Profile and Volunteer Activity Survey. Annually.
Foster Grandparents help meet the important needs of special and exceptional needs children.	#2: Accomplishment Data.	Intermediate Outcome	Accomplishment Survey. Annually.
60% of community representatives will rate Foster Grandparent services as meeting important needs of children.	#3: % of community representatives rating Foster Grandparent services as meeting important needs of children.	End Outcome	Community Impact Ratings. Annually.

**Table 8. Foster Grandparents Program (continued)**

**Strategic Goal 1 (continued)**

Objective C: Build on the 1996 National Senior Service Corps conference to ensure that by 1999, all Foster Grandparent and Senior Companion programs, and Retired and Senior Volunteer programs will operate consistent with the goal of “Getting Things Done.”

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The Corporation will award approximately 320 Foster Grandparent Program grants.	#4: No. of Federally funded Foster Grandparent projects.	Output	Senior Corps Budget Data base. Annually.
The Corporation will support more than 23,000 Foster Grandparent volunteer service years.	#5: No. of federally-funded Foster Grandparents in service.	Intermediate Outcome	Senior Corps Budget Data base. Annually.
50% of Foster Grandparents will be serving under care plans defining anticipated accomplishments that impact priority community needs.	#6: % of Foster Grandparents serving under current care plans defining anticipated accomplishments that impact priority community needs.	Intermediate Outcome	Senior Corps Project Progress Report and Volunteer Activity Survey. Annually.

**TABLE 9. SENIOR COMPANION PROGRAM, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

Objective C: Build on the 1996 National Senior Service Corps conference to ensure that by 1999, all Foster Grandparent and Senior Companion programs, and Retired and Senior Volunteer programs will operate consistent with the goal of “Getting Things Done.”

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The Corporation will award approximately 150 Senior Companion Program grants.	#1: No. of Federally funded Senior Companion projects.	Output	Senior Corps Budget Data base. Annually.
The Corporation will support more than 8,500 Senior Companion volunteer service years.	#2: No. of Federally funded Senior Companions in service.	Intermediate Outcome	Senior Corps Budget Data base. Annually.
Senior Companions will serve approximately 39,000 frail, home-bound, usually elderly clients .	#3: No. of clients served.	Intermediate Outcome	Senior Corps Project Profile and Volunteer Activity Survey. Annually.
Senior Companions help meet the important needs of clients.	#4: Accomplishment Data.	Intermediate Outcome	Accomplishment Survey. Annually.
75% of Senior Companions will be serving under care plans defining anticipated accomplishments that impact priority community needs.	#5: % of Senior Companions serving under current care plans defining anticipated accomplishments that impact priority community needs.	Intermediate Outcome	Senior Corps Project Progress Report. Annually.
60% of community representatives will rate Senior Companion services as meeting priority client needs.	#6: % of community representatives rating Senior Companion services as meeting priority client needs.	End Outcome	Community Impact Ratings. Annually.



**TABLE 10. RETIRED AND SENIOR VOLUNTEER PROGRAM, FY 1999**

**Strategic Goal 1: Service will help solve the nation's unmet education, public safety, environmental and other human needs.**

Objective C: Build on the 1996 National Senior Service Corps conference to ensure that by 1999, all Foster Grandparent and Senior Companion programs, and Retired and Senior Volunteer programs will operate consistent with the goal of "Getting Things Done."

<i>Performance Goal</i>	<i>Performance Indicator</i>	<i>Type</i>	<i>Source and Timing</i>
The Corporation will award approximately 750 Retired and Senior Volunteer Program grants.	#1: No. of Federally funded Retired and Senior Volunteer Program projects.	Output	Senior Corps Budget Data base. Annually.
The Corporation will support more than 460,000 Retired and Senior Volunteers.	#2: No. of Federally funded Retired and Senior Volunteers in service.	Intermediate Outcome	Senior Corps Budget Data base. Annually.
Retired and Senior Volunteers will help meet the priority needs of communities.	#3: Accomplishment Data.	Intermediate Outcome	Accomplishment Survey. Annually.
20% of all Retired and Senior Volunteers will be serving under written assignments defining anticipated accomplishments that meet priority community needs.	#4: % of Retired and Senior Volunteers serving under written assignments defining anticipated accomplishments that meet priority community needs.	Intermediate Outcome	Senior Corps Project Progress Report or Volunteer Activity Survey. Annually.
60% of community representatives will rate Retired and Senior Volunteer services as meeting priority community needs.	#5: % of community representatives rating Retired and Senior Volunteer services as meeting priority community needs.	Intermediate Outcome	Community Impact Ratings. Annually.

<b>TABLE 11. DATA SOURCES FOR PERFORMANCE INDICATORS</b>		
<b>Data Sources (in alphabetical order)</b>	<b>Existing or Modified Version</b>	<b>New Design</b>
Accomplishment Surveys	Modified and Expanded	New
AmeriCorps Enrollment Database	Existing	
AmeriCorps*NCCC Database	Existing	
AmeriCorps*VISTA Management System	Existing	
America Reads Data Base	Existing	
Citizen Scholarship Foundation of America. Annual Report	Existing	
Community Impact Surveys		New
Corporation Financial Records System	Existing	
Customer Satisfaction Surveys		New
Grants Management Data Base	Existing	
Education Trust Award Data Base	Existing	
Independent Sector Survey on Volunteering and Charitable Giving	Modified	
Index of Program Quality		New
Learn and Serve America Grantee Quarterly Reports	Modified	
National Leadership Opinion Survey		New
Program Accomplishment Surveys	Modified and Expanded	
Senior Corps Budget Data Base	Existing	
Senior Corps Project Progress Report and Volunteer Activity Survey	Existing	
Survey of Community Volunteers Generated by National Service Programs		New

## **II. DATA COLLECTION AND ANALYSIS**

The Corporation's performance plan takes a multi-faceted approach to measurement and data. Our plan calls for the use of six types of data collection and analysis in addition to our existing program and management information data systems.

### **Accomplishment Reporting**

This design allows programs to detail in quantitative form the many significant contributions they are making toward dealing with critical community needs. The Corporation has implemented this approach in methods tested on AmeriCorps\*State and National, AmeriCorps\*VISTA, and the Retired and Senior Volunteer Program. Accomplishment reporting is now ready to be extended to all major programs in the Corporation and the results of accomplishment reporting will be included as a major component in the Corporation's FY 1999 Performance Report. Findings from accomplishment reporting will serve as performance indicators for corporation-wide goals as well as program goals. Exhibit A on the next two pages is a brief excerpt from the "First Year Report on AmeriCorps\*State and National Programs," illustrating the kind of report that flows from accomplishment data.

While believing in the value of accomplishment reporting, the Corporation recognizes that the statistics in accomplishment reports represent intermediate outcomes and not end outcomes. These numbers, however, tell a story about the work of national service participants that is compelling. This data serves as one source of information among many by which to evaluate the merit of national service programs. Accomplishment reporting does not stand alone; it can serve as an informative adjunct to the other performance indicators proposed in the tables in Part II of this plan.

In addition, we are aware that reporting accomplishment data may lead some reviewers to question the results. How can we claim, for example, as we did in reporting the results of one survey, that program participants "performed 13,513 household security surveys or audits?" Are we sure that it was 13,513 and not 13,613 or even 14,000. The possible error in this is known among scientists as the "fallacy of misplaced concreteness." To correct for this, in future reporting of accomplishments, we will clearly report that these are estimates, based on the results reported by our local programs. Our use of accomplishment data will recognize that the totals are based on effort reported by our grantees. While these reports may be approximations, they are not distortions, but rather do reflect honestly, within understood limits, the activities of our local programs.

### **Community Impact Ratings**

This method will assess the impact of national service programs on the communities and organizations in which members serve. This assessment, or rating, will be come through a survey of a key community representatives. These informants should have first-hand knowledge of the quality and impact of the service work performed by members of national service programs. Each local program will nominate a small number of community representatives. They will not be employees of the grantee or the local program. They could be professionals working in the same setting as national service participants. We may provide the local programs with a list of typical community institutions

The 427 Operating Sites included in the analyses involved 7,907 AmeriCorps Members. Sixty-six percent of these were full-time Members while 34 percent were part-time Members. Table 2.2 shows the number of AmeriCorps Members who served in each issue area.

Table 2.2 AmeriCorps Members in Each Issue Area		
Issue Area	AmeriCorps Members (N=7907)	
Education	5,852	(74%)
Human Needs	4,422	(56%)
Public Safety	4,259	(54%)
Environment	3,725	(47%)
*Note: Numbers add to more than 100% (of 7,907) because Members may have worked in more than one emphasis area, and thus may be counted more than once.		
Source: Annual Accomplishment Review		

In addition to Members, Operating Sites recruited volunteers who also worked in the different areas of emphasis. A total of 121,152 volunteers contributed an average of 9.5 hours each during the year. This means that AmeriCorps succeeded in recruiting an average of 15 volunteers for each AmeriCorps Member.

The descriptions that follow of activities under each of the four areas of emphasis include, where appropriate: (1) the specific kinds of targeted services, (2) the number of AmeriCorps Members providing those services, (3) the average hours, per week, of services provided by all Members, (4) the average number of weeks that Members provided those services, and (5) the average number of hours per week each Member was working in the activity being described.

## Education

About 64 percent of the Operating Sites responding to the survey implemented services in education, engaging 5,852 Members. AmeriCorps Members provided teaching staff with instructional resources that met the needs that schools had identified as necessary for them to be more successful. These programs undertook four broad types of work as described below:

### **Enriched the school environment by improving curricula, recruiting and training tutors and providing other resources that schools need to help students succeed.**

AmeriCorps Members improved students' education experiences by enriching school environments. Their service allowed schools to provide students with more individual attention, to expand and upgrade curricula, and to improve students' overall learning experiences.

B 496 AmeriCorps Members recruited 2,900 peer student tutors to work with students in grades kindergarten through 12. Members spent 3,185 hours per week for about 19 weeks in this activity. In most cases (76%), the AmeriCorps Members were also responsible for training the tutors in how to be effective. Members provided 11,249 hours of service per week in this program activity that lasted for approximately 7 weeks.

B 1,028 AmeriCorps Members also recruited 8,307 non-student volunteers for tutoring or other educational purposes, such as making class presentations. 871 AmeriCorps Members trained over

20,000 volunteers in how to tutor effectively and placed them in tutoring situations. Members provided 22,333 hours of service per week in program activities that lasted, on average, 25 weeks. The average time per Member per week was about 12 hours.

- ß 1,842 AmeriCorps Members developed curricula or curriculum materials in a variety of areas, including English, mathematics, the sciences, peer mediation and conflict resolution, alcohol and other drug prevention, and computer use. These materials were used with a total of 67,535 students, in school environments as well as in workshops, camps, multi-school activities, and other contexts. Members provided 13,890 hours of service per week in program activities that lasted, on average, 26 weeks. The average time per Member per week was about 7.5 hours.
- ß 480 AmeriCorps Members provided child care to 22,396 children. Members provided 8,930 hours of service per week in projects that lasted, on average, 28 weeks. The average time per Member per week was about 19 hours.

### **Provided tutorial assistance to K–12 students who were not doing well in school.**

AmeriCorps Members worked with students both inside classrooms and by pulling them out to give extra help.

- ß 339 AmeriCorps Members worked in Head Start or kindergarten programs with 14,543 children. Members provided over 5,300 hours of service per week in projects that lasted, on average, 29 weeks. The average time per Member per week was about 16 hours.
- ß 1,336 AmeriCorps Members taught 76,492 students in grades 1 through 12. Members provided over 29,000 hours per week in activities that lasted, on average, 26 weeks. The average time per Member per week was about 22 hours.
- ß 1,733 AmeriCorps Members tutored 59,860 students in grades 1 through 12. Members provided over 36,000 hours per week in activities that lasted, on average, 32 weeks. The average time per Member per week was about 21 hours.
- ß 2,184 AmeriCorps Members mentored and counseled 53,223 students on school success or educational achievement. Members provided over 27,000 hours per week in activities that lasted, on average, 31 weeks. The average time per Member per week was about 12 hours.
- ß AmeriCorps Members arranged for or provided enrichment activities both to 143,533 children inside school buildings and to 93,262 children outside of school.<sup>2</sup> Members provided over 50,000 hours per week in projects that lasted, on average, 19 weeks. The average time per Member per week was about 13 hours.

---

<sup>2</sup>Data were not provided in such a format as to allow Aguirre International evaluators to determine if children participated in both in-school and out-of-school activities. Thus the same child may have been included in the counts for both activities.

they should try to include in their roster of nominees. The Corporation would build a roster from the list of nominees.

### **Customer Satisfaction Surveys**

The Corporation's programs have many customers: program participants, grantees, community residents receiving services, local and state governments, and others. Gathering their perspectives on how well the Corporation is meeting their needs is an essential part of our commitment to continuous quality improvement. We plan to conduct targeted customer satisfaction surveys annually, emphasizing how well we go about our business of serving our direct customers: the grantees and program participants.

### **Indexes of Program Quality**

Standards of program quality have been or will be established for every area of national service. We plan to create indexes that rate objectively the quality of our local programs. These ratings will be an important part of our continuous, quality improvement process. The data for these indexes will come from several sources that could include: our management information systems, regular progress and annual reports, financial audits, the community impact ratings, and customer satisfaction surveys. The index will cover both administrative concerns, such as accurate financial record keeping, and program results, including member retention and attrition.

### **National Surveys**

The Corporation is committed to increasing national levels of support for and participation in service. To track the impact of our efforts and those of our partner organizations (for example, the Points of Light Foundation and America's Promise), we will sponsor two national surveys. First, we will undertake a survey of national leaders (political, corporate, and philanthropic) on the role of service in American life. Second, we will survey the community volunteers generated by our national service programs to measure the impact of services on their lives and their communities. In addition, we will use the data provided by the ongoing surveys conducted by the Independent Sector on volunteering and charitable giving.

### **Program Evaluation Research**

The Corporation is committed to using its program evaluations to assess the end outcomes and impacts of its programs. We believe that, through the use of focused, scientific program evaluations, we can identify and measure the end result of service programs. To support this point, Appendix 4 lists the completed, pending, and planned program evaluations in the Corporation.

## **Appendix 1: Description of the Resources Needed to Achieve the Performance Goals**

The resources needed to achieve the performance goals and collect the data to measure performance against those goals are included in the fiscal 1999 budget request. The attached table shows the budget request.

CORPORATION FOR NATIONAL SERVICE

1999 President's Budget Request

(\$000)

<u>Activity</u>	<u>1997 Enacted</u>	<u>1998 Enacted</u>	<u>1999 Request</u>
National and Community Service Act (NCSA):			
National Service Trust	\$59,000	\$70,000	\$98,000
AmeriCorps Grants	215,000	227,000	256,816
Innovation and Technical Assistance	30,000	30,000	32,000
Evaluation	5,000	5,000	5,500
National Civilian Community Corps	18,000	18,000	21,000
Learn and Serve America: K-12 and Higher Ed	43,000	43,000	50,000
Program Administration/State Commissions	25,000	27,000	30,000
Points of Light Foundation	<u>5,500</u>	<u>5,500</u>	<u>6,000</u>
Subtotal, NCSA	400,500	425,500	499,316
Office of the Inspector General	<u>2,000</u>	<u>3,000</u>	<u>3,000</u>
Subtotal, NCSA and OIG	402,500	428,500	502,316
Domestic Volunteer Service Act (DVSA):			
Volunteers in Service to America			
VISTA	41,235	65,235	73,000
VISTA Literacy Corps	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal, VISTA	41,235	65,235	73,000
Special Volunteer Programs	0	0	0
National Senior Service Corps			
Retired & Senior Volunteer Program	35,708	40,279	43,300
Foster Grandparent Program	77,812	87,593	94,162
Senior Companion Program	31,244	35,368	35,368
Senior Demonstration Program	<u>0</u>	<u>0</u>	<u>1,080</u>
Subtotal, Senior Programs	144,764	163,240	173,910
Program Administration	<u>27,850</u>	<u>28,129</u>	<u>31,512</u>
Subtotal, DVSA	<u>213,849</u>	<u>256,604</u>	<u>278,422</u>
TOTAL, CORPORATION	\$616,349	\$685,104	\$780,738



## Appendix 2: Program Logic Models and How the Corporation Designed Performance Measures.

### Program Logic Models

Underlying the performance goals and indicators is a logical, cause and effect analysis of the Corporation's programs ranging from *activities* of the Corporation to *end outcomes*. This approach follows a program logic model developed for performance measurement by the Urban Institute for such organizations as the United Way and the Department of Education. The program logic models for each of the Corporation's major programs can be seen beginning on page 33.

The logic models were created in a series of intensive workshops held for each of the Corporation's major program activities. These workshops began the process of selecting performance indicators and data sources. The logic models describe the flow of events from Corporation activities to the end outcomes produced by national service participants.

Using program logic models helped to deal with one of the major challenges to performance measurement planning faced by the Corporation. The challenge lies in the fact that the end results of national service and volunteer activities are, in large part, the work of our grantees and their members and volunteers. This is the result of effort by the Corporation, but the outcomes come about through a complex series of partnerships. Recognizing this issue, the General Accounting Office pointed out in a June 1997 report that

the often limited or indirect influence that the federal government has in determining whether a desired result is achieved complicates the effort to identify and measure the discrete contribution of the federal initiative to a specific program result. GAO work has shown that measuring the federal contribution is particularly challenging for . . . programs that deliver services to taxpayers through third parties . . .<sup>3</sup>

The Corporation clearly fits this situation because its programs, except for the AmeriCorps\*National Civilian Community Corps, operate through third parties, including non-profit organizations, states, and local governments.

In a system such as this where results are achieved through third parties, output and outcomes become relative terms depending on one's point of reference. Take the education awards in AmeriCorps as an example. Grantees of the Corporation who operate local programs strive to have every member complete their term of service and earn the education award. To the grantee this is *output*, the direct result of its *activities*. Because this is one of the key objectives of the AmeriCorps program, but not the direct result of Corporation employee activity, it is an *intermediate outcome* for the Corporation. When thousands of Americans, because of the education award, find college to be more affordable and accessible, that is the *end outcome*, for all parts of the service network. This is the end result for the all parties including the Corporation, the grantees, members, and their families.

### Performance Measurement Workshops

The work of designing performance measures and indicators took place in a series of seven, day-long workshops held within the Corporation. These workshops were designed and managed by the Office of

---

<sup>3</sup> *The Government Performance and Results Act. 1997 Governmentwide Implementation Will Be Uneven.* United States General Accounting Office. June 1997.

Policy Research, Department of Evaluation and Effective Practices. Each workshop had these tasks to complete:

- Completing program logic models for each program
- Selecting performance indicators
- Identifying data sources and data collection procedures.

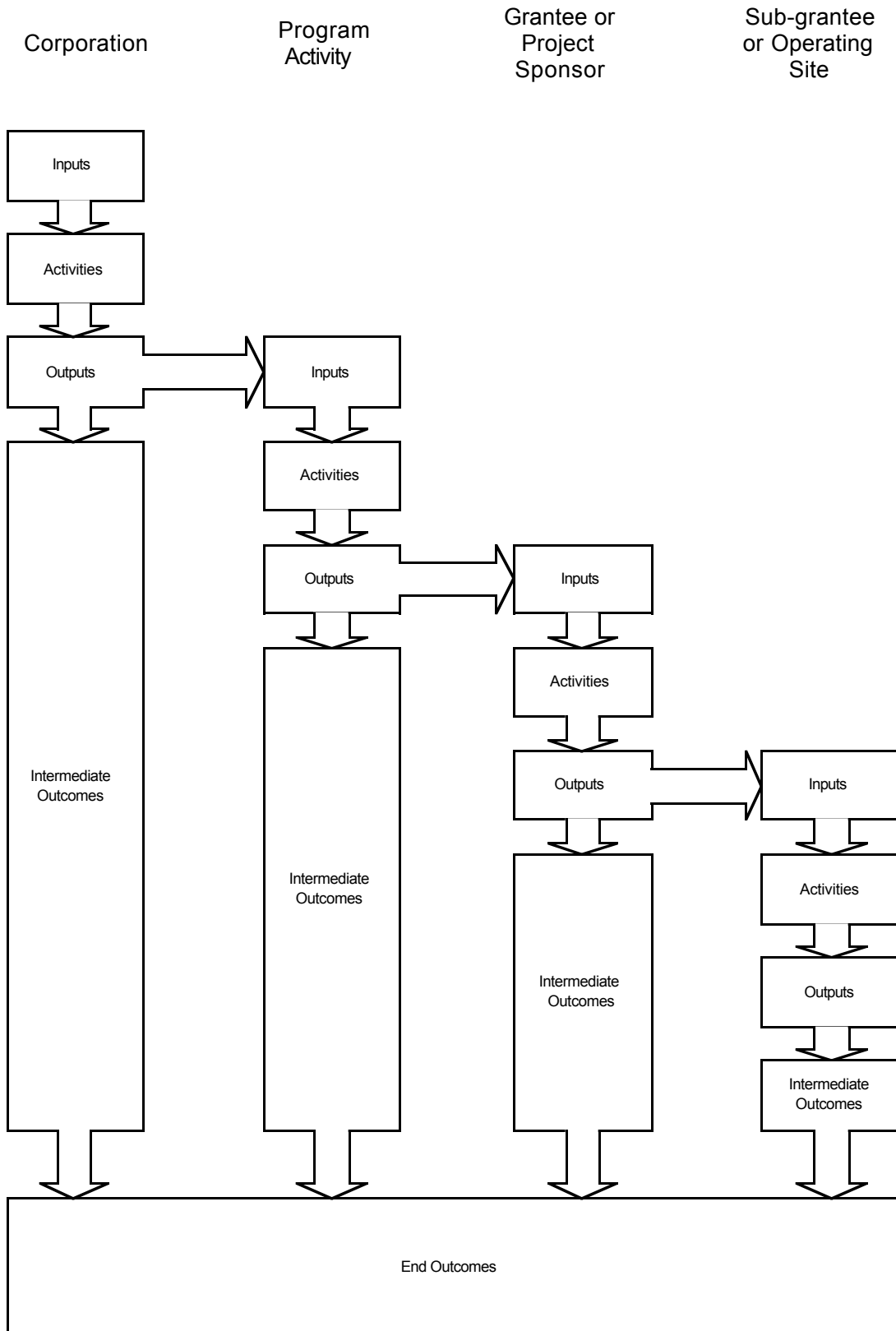
One workshop was held for each of these programs: AmeriCorps\*State and National, AmeriCorps\*VISTA, AmeriCorps\*National Civilian Community Corps, Retired and Senior Volunteer Program, and Learn and Serve America. A combined workshop focused on the Foster Grandparent Program and the Senior Companion Program. In addition, a performance measurement workshop was held for that portion of the America Reads initiative controlled by the Corporation.

Every workshop was attended by program staff from the Corporation offices in headquarters. In addition, some workshops included ancillary Corporation staff from related offices. For example, staff from the Office of Public Affairs responsible for Learn and Serve America publicity participated in that program's workshop. Corporation State Office staff participated in the AmeriCorps\*VISTA workshop, while state commission staff attended both the Learn and Serve America and AmeriCorps\*State and National Workshops.

Each workshop was guided by a modified form of the program logic model. This modification (shown on the next page) expands the logic model to accommodate the many organizational levels through which Corporation output (grants, regulations, technical assistance, etc.) flows before reaching an *end outcome* level.

These modes have three major features. First, *end outcomes* can be clearly identified and each operational level leads to the same set of end outcomes. Second, *output* from one level becomes *input* at the next. Third, *activities, output, and intermediate outcomes* at lower levels, such as the grantee or operating site level, are *intermediate outcomes* at higher levels, in this case the Corporation. In the tables listing the Corporation's performance goals, *output, intermediate outcomes, and end outcomes* are all considered in terms relative to the Corporation level of activity. In other words, any output identified in the tables are the direct result of Corporation activity and intermediate outcomes are results usually achieved through third parties.

**The Program Outcome Model as Modified  
for the Corporation for National Service**



## **The Use of Non-Federal Parties in the Preparation of the Performance Plan**

One constant in every workshop, except for America Reads, was the presence of an outside expert. This was a research specialist who had worked on program evaluations of Corporation programs either as consultants or as employees of contract research firms. Each researcher had conducted field research requiring extensive contact with local service programs. These researchers brought this experience to the workshop and were able to inform the process concerning measurement issues and potential indicators. They advised on what kinds of data it would be realistic to collect. Because of their experience, they were able to suggest performance measures that would be useful both to local program managers and to the Corporation. With the identification of potential measures and indicators complete, the involvement of the outside experts ended. The actual drafting of the plan was done by full-time government staff in the Department of Evaluation and Effective Practices.

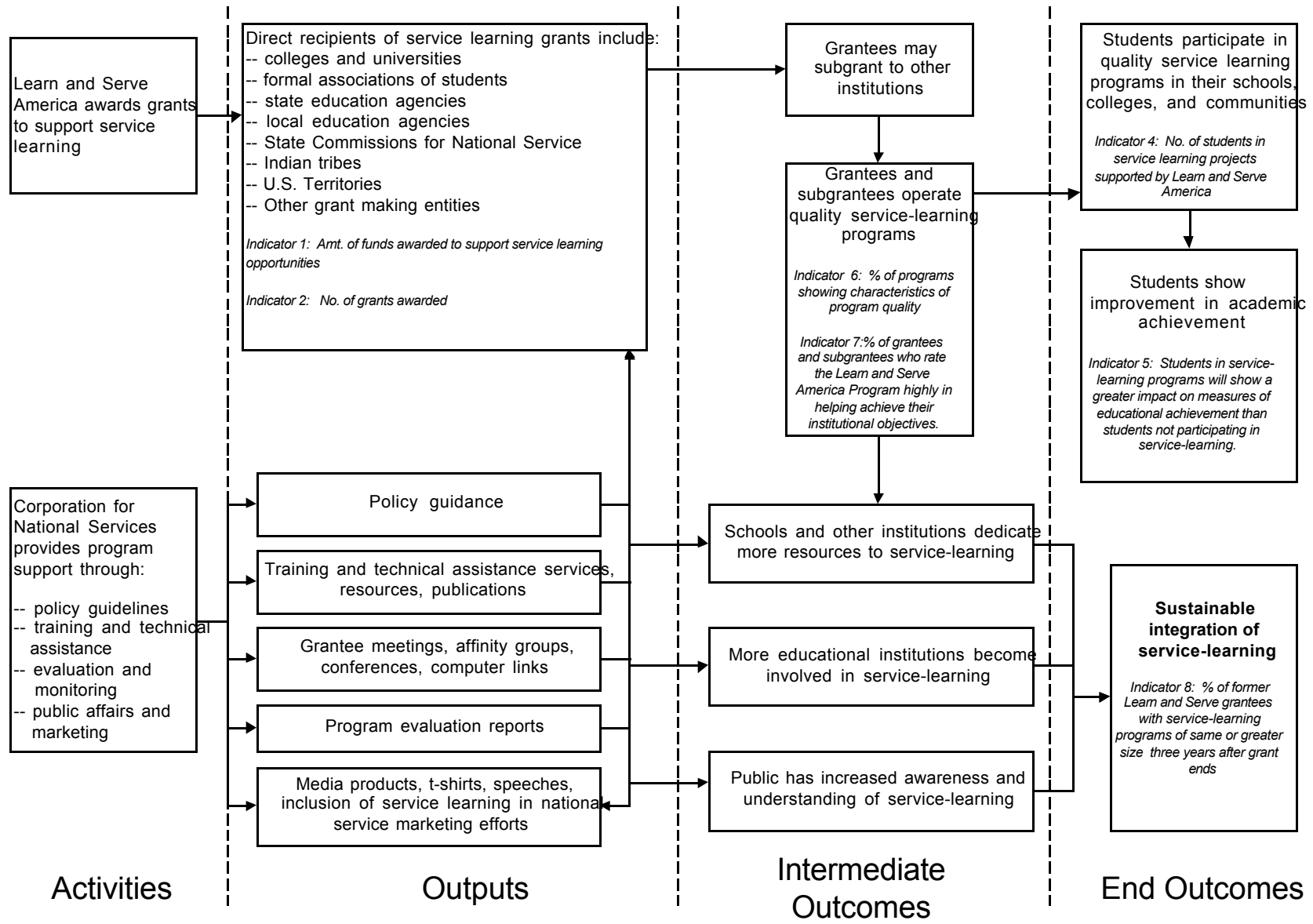
## **Stakeholder and Field Involvement**

The Corporation, from its inception, has worked in active collaboration and partnership with the larger national service community of which we are a part. To this end, in designing this performance plan and in the implementation and utilization phases, we are involving the various stakeholders at every stage in the process. The drafting of our strategic plan included intensive consultation with key representatives of the service movement, the philanthropic and corporate sectors, leaders in education, our own field operations, and others.

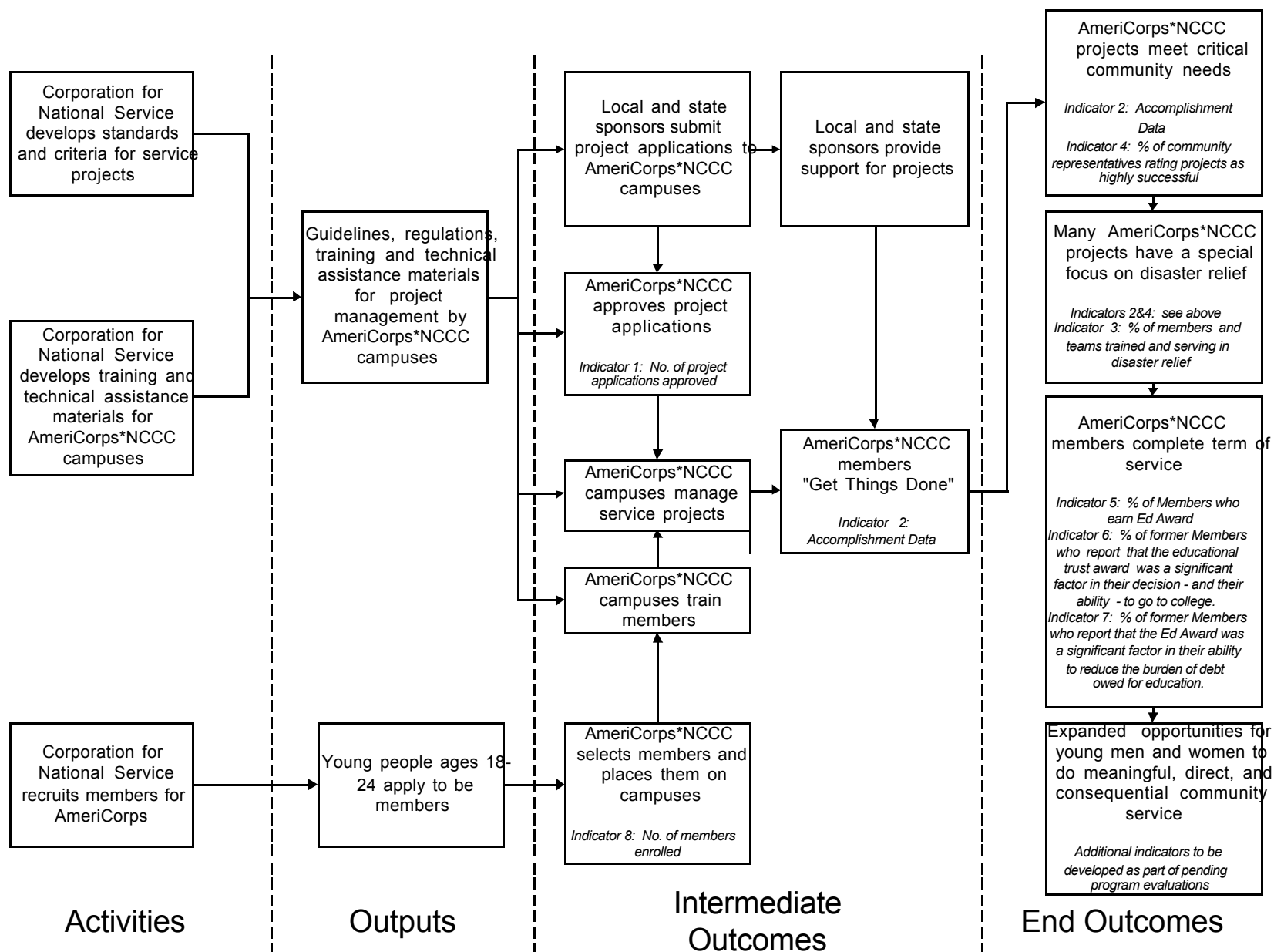
In preparing this performance plan, we invited key stakeholders to work with us in preparing the program logic models and in identifying performance measures. Those involved included our program grantees, staff from state education agencies, state commission representatives, staff from Corporation field offices, and outside evaluation experts.

The implementation phase of performance measurement, which has already begun and will continue into fiscal 1999, will see us actively involve the field in every type of research design and data collection. We will form advisory groups of key stakeholders to ensure that what we measure captures the meaning of service. That goal is to understand the impact of service, not just from our point of view, but more importantly from the perspective of those we serve and their representatives. When we design performance measures, our indicators will be identified and negotiated with representatives of the organizations we will be seeking to assess. This means that, when we develop measures of program quality, local program directors, grantees, state commissions, Corporation field staff, members, and community representatives will actively participate in their creation.

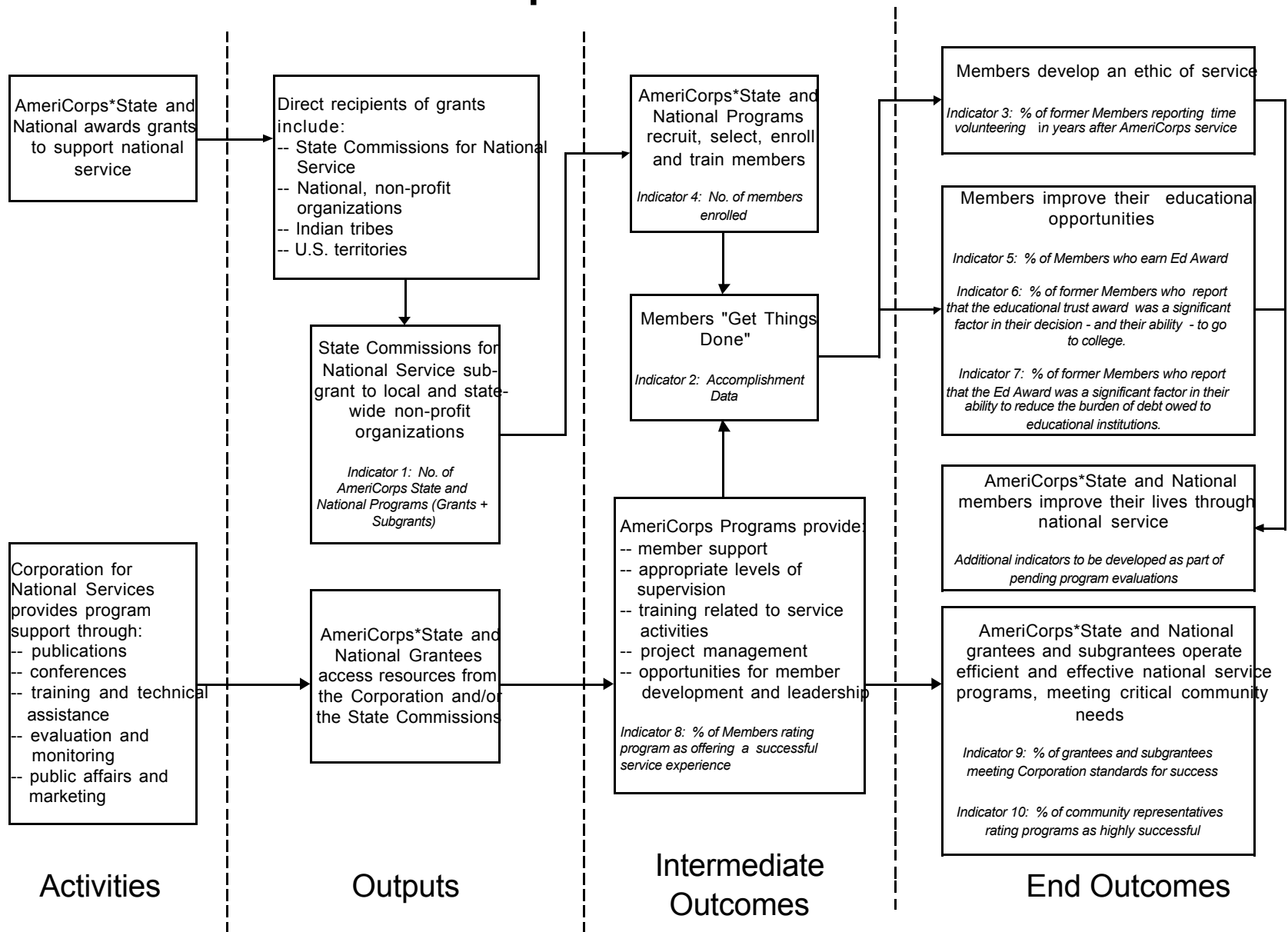
# LEARN AND SERVE AMERICA



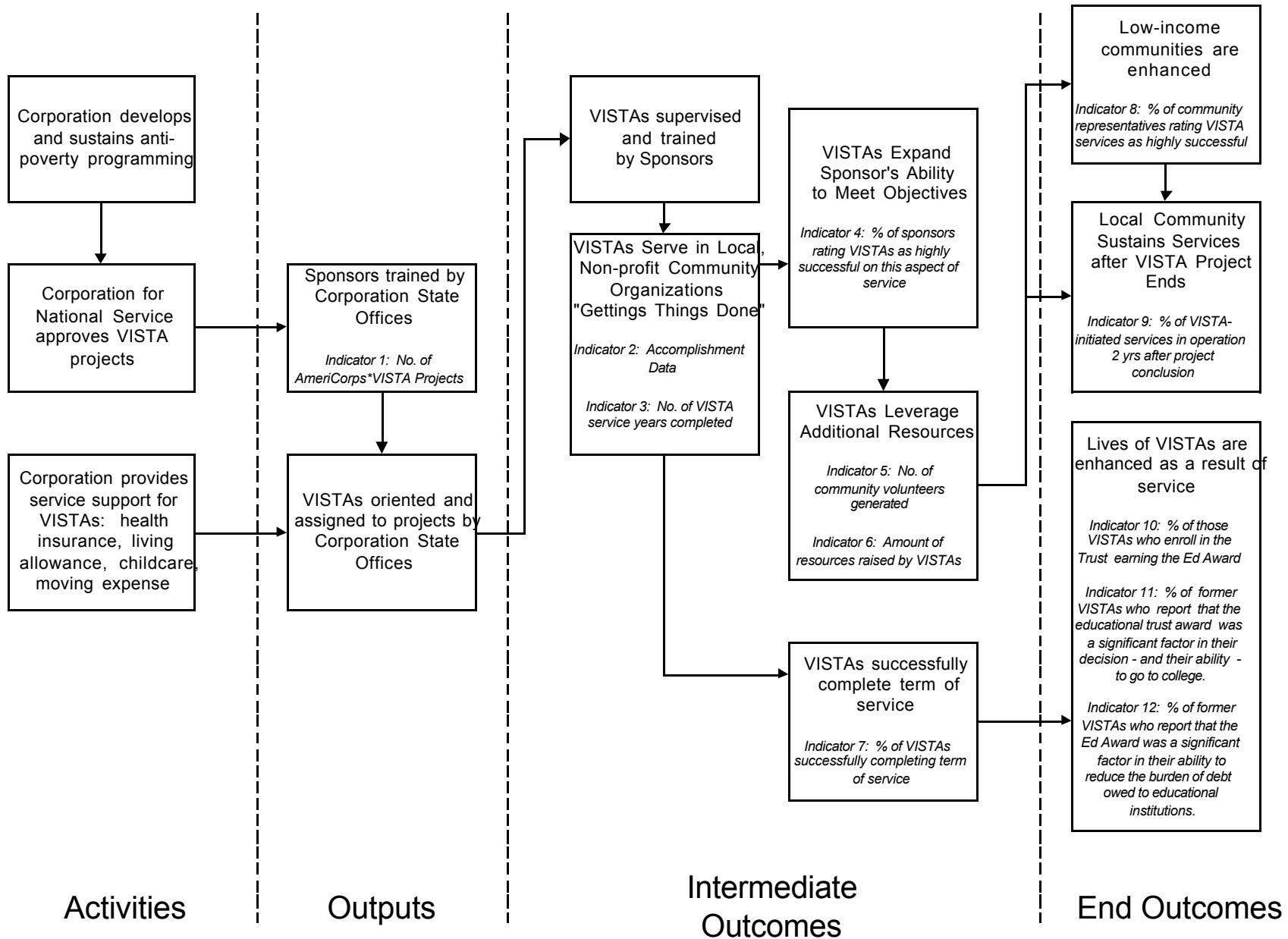
# AMERICORPS\*NATIONAL CIVILIAN COMMUNITY CORPS



# AmeriCorps\*State and National

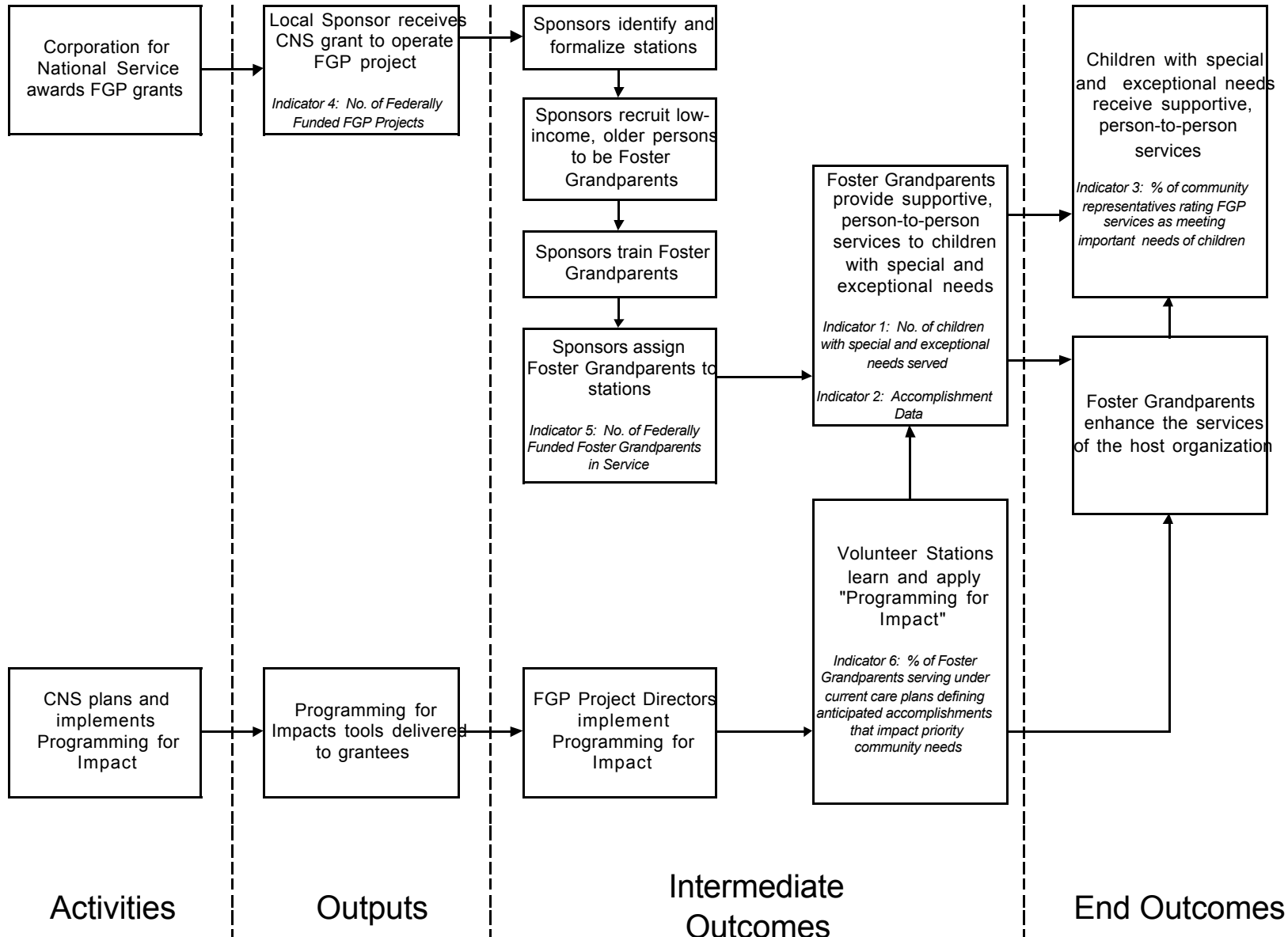


# AMERICORPS\*VISTA

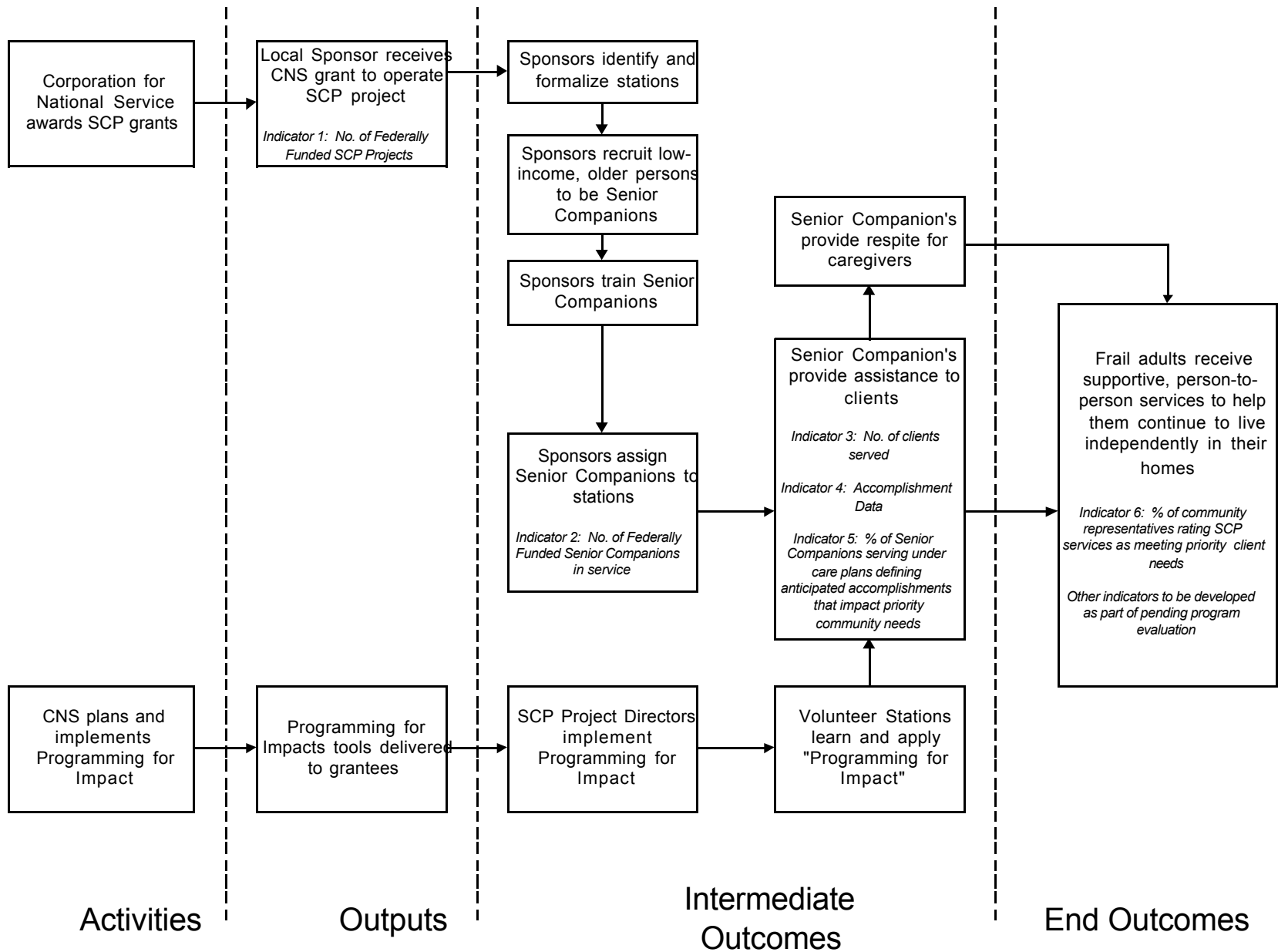




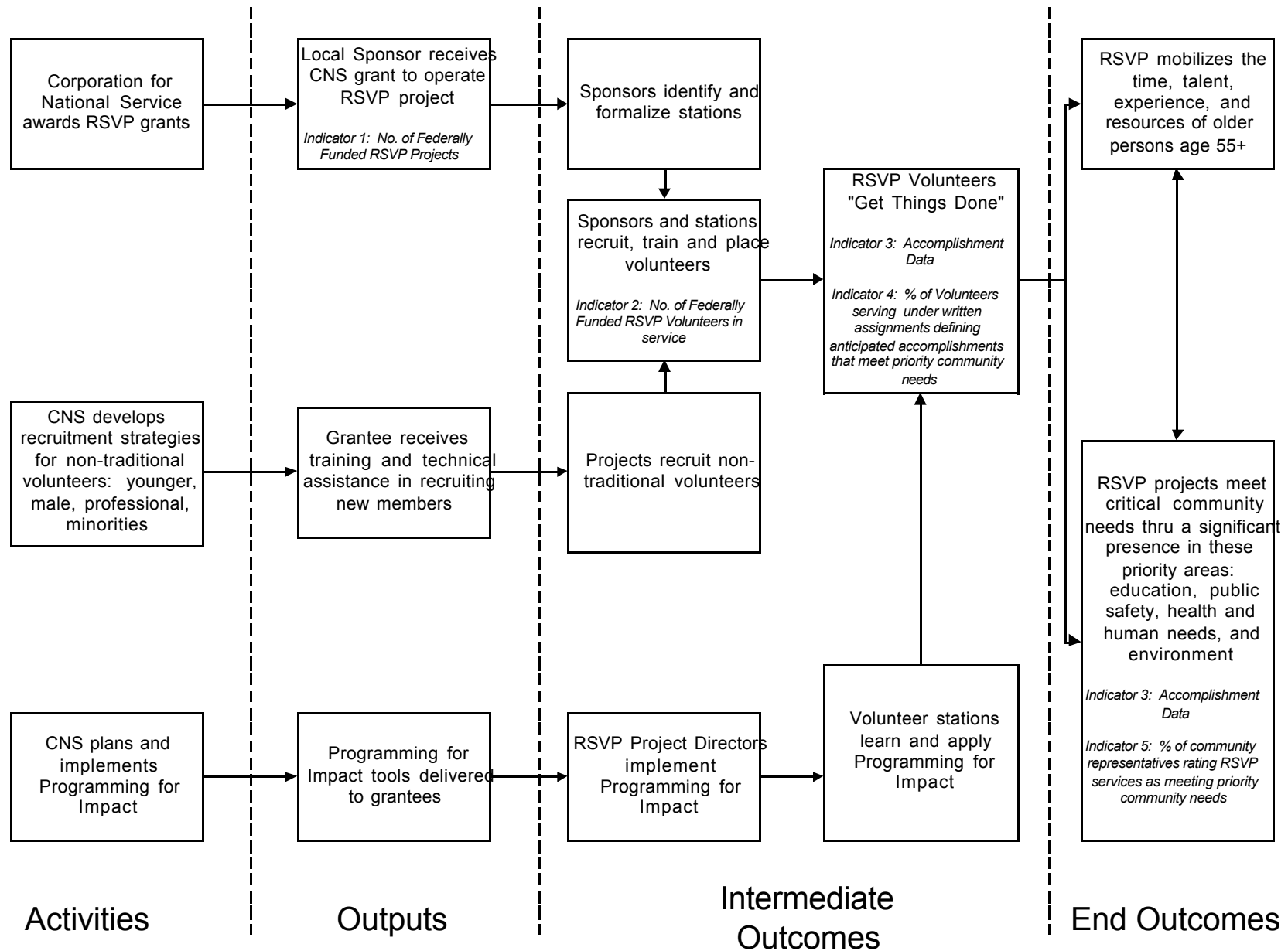
# FOSTER GRANDPARENTS PROGRAM



# SENIOR COMPANION PROGRAM



# RETIRED AND SENIOR VOLUNTEER PROGRAM



### **Appendix 3: Description of the Means that Will Be Used to Verify and Validate Measured Values**

The data underlying the performance measures will be verified or validated in four ways. First, all financial data used in the construction of any performance indicators will be contained in fully auditable financial management data systems. The Corporation has underway a major initiative to bring its financial systems into full compliance with all applicable government standards.

Second, any surveys conducted as part of program evaluations carried out by the Corporation or its contractors will follow accepted social science methods and principles with regard to sampling, instrument construction, data analysis, and reporting.

Third, enrollment data, program accomplishment data, and other findings will be subject to corroboration through monitoring of local program performance. The Corporation has a systematic strategy for comprehensive monitoring coverage of its grantees. This strategy uses: (1) site visits by Corporation employees from headquarters and Corporation State Offices; (2) monitoring by the staff of State Commissions of National Service; (3) site visits by program evaluation researchers; and (4) audits by the Corporation's Office of Inspector General and its contracted representatives. A representative of the Corporation should visit each grantee at least once during the life cycle of the grant and, in most cases, once a year.

Fourth, as experience is gained with each performance indicator, norms will be set against which programs can be compared. The Corporation, as part of its policy of continuous program quality improvement, will investigate extreme cases to protect against both inadvertent errors and deliberate deception.

## **Appendix 4: Completed, Pending, and Planned Program Evaluations**

## COMPLETED PROGRAM EVALUATIONS

Title	Contractor	Date Completed
A study of AmeriCorps member demographics and service locations	<i>Macro</i>	3/15/95
Satisfaction surveys of AmeriCorps grantee staff	<i>Macro</i>	4/15/95
A study of AmeriCorps service outcomes	<i>Macro</i>	7/15/95
A study of effective AmeriCorps start-up practices	<i>Westat</i>	8/25/95
Study of the effect of living allowances and educational awards in AmeriCorps*State/National and AmeriCorps*NCCC	<i>Westat</i>	9/30/95
A study of a continuous improvement demonstration project	<i>Macro</i>	10/15/95
A study of AmeriCorps*NCCC benefit/cost and impact	<i>Westat</i>	12/31/95
Survey of AmeriCorps*VISTA accomplishments	<i>Westat</i>	12/31/95
Data input services for a conference evaluation form	<i>Macro</i>	8/14/96
A study of program models	<i>Macro</i>	8/15/96
A study of the Retired and Senior Volunteer Program that gathered information on program implementation practices, satisfaction, and program accomplishments	<i>Westat</i>	8/15/96
Satisfaction surveys of AmeriCorps grantee staff	<i>Macro</i>	9/27/96
A study on the outcomes of the AmeriCorps Leaders program	<i>Macro</i>	9/30/96
A study of the institutional satisfaction and impact of a service program at the '96 Olympic Games	<i>Macro</i>	10/31/96
A management study of field leadership and guidance	<i>Westat</i>	12/31/96
An AmeriCorps*NCCC entry/exit survey	<i>Westat</i>	12/31/96
A study of the socio-economic status of AmeriCorps*NCCC members	<i>Westat</i>	1/15/97
Analysis of AmeriCorps exit data	<i>Westat</i>	1/17/97
Analyses of AmeriCorps member demographics	<i>Westat</i>	2/28/97
Study of the effect of living allowances and educational awards in AmeriCorps*State/National and AmeriCorps*NCCC	<i>Westat</i>	2/28/97
Survey of AmeriCorps*VISTA accomplishments	<i>Westat</i>	3/24/97
The development of a study design for a demonstration program in a DC public school	<i>Westat</i>	2/28/97
A benefit/cost analysis of AmeriCorps*VISTA accomplishments	<i>Westat</i>	5/12/97
A background information collection on issues related to conducting longitudinal research on AmeriCorps Members	<i>M. Scheirer, Ph.D.</i>	6/9/97

(Continued on next page)

## COMPLETED PROGRAM EVALUATIONS (continued)

Title	Contractor	Completion Date
A study of Foster Grandparent Program outcomes in Head Start centers	<i>Westat</i>	9/30/97
A study on the outcomes of the AmeriCorps Leaders program	<i>Macro</i>	9/30/97
An outcome study of the AmeriCorps Leaders program	<i>Macro</i>	9/30/97
An study of the persistence of AmeriCorps*VISTA project accomplishments once federal funding ends	<i>PeopleWorks</i>	9/30/97
Analysis of AmeriCorps exit data	<i>Westat</i>	9/30/97
Development of a common approach to the National Senior Service Corps Advisory Council appraisal of Senior Corps projects	<i>L. Wilson, Ph.D.</i>	9/30/97
Analysis of AmeriCorps*State/National Portfolio of grants, 1995-1997 (Portfolio Analysis)	<i>Westat</i>	10/15/97
A study /of the effect of living allowances and educational awards in AmeriCorps*State/National, VISTA and NCCC (Member Demographics)	<i>Westat</i>	11/15/97
Effects and patterns of diversity in AmeriCorps	<i>Macro</i>	11/21/97
A summary report on AmeriCorps Member exit data	<i>Westat</i>	11/25/97
A comparison of the AmeriCorps programs for Leaders	<i>Macro</i>	11/30/97
A satisfaction survey of AmeriCorps grantees and programs	<i>Macro</i>	11/30/97
An analysis of the Summer Reading Initiatives being conducted by AmeriCorps*NCCC and AmeriCorps*VISTA	<i>Macro</i>	11/30/97
Exploratory study of service recipient outcomes from FGP projects in Head Start centers	<i>Westat</i>	12/15/97

## CURRENT EVALUATION ACTIVITIES

<b>Study Name/Description</b>	<b>Contractor</b>	<b>Expected Completion Date</b>
Exploratory study of outcomes in VISTA projects.	<i>Westat</i>	2/15/98
Evaluation of the impact of Learn and Serve, America: K-12 on Members, communities, and beneficiaries, and of the return on the federal investment.	<i>Brandeis/Abt</i>	3/30/98
Evaluation of the impact of Learn and Serve, America: Higher Education on Members, communities, beneficiaries, and institutions, and of the return on the federal investment.	<i>RAND Corp</i>	3/30/98
A study of the Corporation's headquarters recruitment referral system and recruitment practices in the field	<i>PeopleWorks</i>	4/15/98
Evaluation of AmeriCorps*State/National's impact on beneficiaries, Members, communities, and institutions, and of the return on the federal investment.	<i>Aguirre Int'l</i>	5/30/98
Annual Accomplishments Review	<i>Aguirre, Int'l</i>	5/30/98
Provision of technical assistance related to the design and implementation of local program evaluations (STAR)	<i>Aguirre Int'l</i>	8/30/98
DC Reads	<i>Westat</i>	11/30/99
A study of the NSSC <i>Seniors for Schools</i> Initiative	<i>STAR</i>	9/30/99



## **The Schedule of Future Evaluations**

The Office of Evaluation, Department of Evaluation and Effective Practices, proposes to conduct the following research during FY 1998, subject to approval by the Corporation's Board of Directors.

### *Corporation-Wide Evaluations*

#### **Develop Government Performance Review Act (GPRA) Data Collection and Analysis System**

Description: A project to design and implement data collection systems for each of the Corporation's programs in support of GPRA requirements. The effort could involve consolidation of existing data collection mechanisms, as well as development of new forms, sampling procedures, and analysis routines. Two areas of performance measurement would be involved: 1) accomplishment data and 2) community rating of impact and quality of programs. Both data sets should be designed to meet the requirements of the Corporation's new, integrated, management information system.

Rationale: The plans for performance measurement under GPRA in the Corporation for National Service are likely to call for systematic collection of accomplishment data and sampling of community opinions on local program impact and quality. These requirements will demand a systematic and cost-effective approach to the annual measurement of and reporting on program performance, only portions of which now exist. Although most of the GPRA design work is currently being done by Corporation staff, developing and maintaining the required collection systems will require effort beyond the scope of in-house capacity.

Estimated Duration: Three years.

#### **Develop a Program of Longitudinal Research on National Service Participants**

Description: A multi-year effort to identify the medium and long-term effects of national service on its participants. During the first year of the research, the primary tasks will be: 1) identify the stakeholders that should participate in the design and oversight of the study; 2) determine what outcomes should be used to assess the impact of service of participants, 3) determine how to operationalize those outcomes in data collection and 4) assess what existing data sources could be used as baselines for longitudinal tracking, 5) determine what configuration of studies will create a persuasive picture of the impact of service.

Rationale: Because the course of longitudinal research is essentially determined at the outset, and can only be changed with a loss of data, it is essential that the early phase of a longitudinal program be developed with considerable deliberation. By determining the scope of stakeholders, cooperation and support can be ensured for both the study and its eventual results; careful decisions on the outcomes to be measured and how to measure them will ensure that the resulting data are persuasive and valid; careful assessment of extant data may allow making medium-term inferences about service participation effects much sooner than if Class 4 or 5 must be the baseline.

Estimated Duration: One year, followed by additional research for a to-be-determined period.

### *Learn and Serve America*

#### **Review of Current and Recent Research Literature on Service-Learning**

Description: This project would gather, organize, and synthesize research on service-learning conducted over the past 7-10 years, including substantive local program evaluation studies and unpublished doctoral research. A goal of the project would be to determine if new research

techniques developed in the past decade, called meta-analysis, can be used to derive new insights about the outcomes of service-learning by combining the results of many existing studies. In meta-analysis, the results of independently conducted studies are combined statistically to increase the statistical power of their individual results. Such techniques are now being used successfully to draw conclusions that no single study can support.

Rationale: Although the volume of research on service-learning has grown dramatically in recent years, there has been little done to comprehensively synthesize this work. Learn and Serve staff suggested that a large-scale compilation and synthesis of this work would be of high value to the field.

Estimated Duration: One year.

### **A Study of the Institutionalization of Service-Learning in K-12 and Higher Education Institutions**

Description: This study would assess the extent to which service-learning is becoming institutionalized in academic structures where it has been implemented by individuals within the institution. Documenting the extent of institutionalization would be coupled with assessing the reasons for differences in the rate of institutional support, identifying promising practices and preconditions for the growth of institutionalization, attempting to assess the role that the Corporation is playing in the institutionalization of service-learning, and seeking information on how the Corporation can best direct its outreach activities to maximize the penetration of service-learning into academic structures.

Rationale: Previous evaluations concluded that the development of institutional support for service-learning lags significantly behind the growth of integrated service-learning classes sponsored by individual faculty. Clearly, the ultimate success of service-learning as an alternative pedagogy or as an instrument of school reform rests upon the extent to which it is accepted, adopted and encouraged by the administrative structures in K-16 education. This study would be an effort to provide insight into how extensive that support is and in what ways it can best be increased.

Estimated Duration: One year.

## *AmeriCorps*

### **Assessment of the “Added Value” Provided by *AmeriCorps* Programs**

Description: A one-year study of a stratified random sample of AmeriCorps\*State/National programs to determine the extent to which the outcomes of the programs would not have occurred but for the existence of the *AmeriCorps* program.

Rationale: A variety of policy and programming issues have faced *AmeriCorps* since 1994, among them: cost, program outcomes, program impact and net societal benefit. On the last issue, a key variable in drawing any conclusions is the extent to which the outcomes of *AmeriCorps* programs would not otherwise have come about. The net societal benefit of *AmeriCorps* will be powerfully affected by whether *AmeriCorps* programs’ outcomes are uniquely attributable to AmeriCorps, or whether *AmeriCorps* programs’ efforts supplant existing efforts or merely hasten the completion of efforts to be addressed by existing resources. The results of such work will have both policy and programmatic value.

Estimated Duration: One year.

### **Comparative Study of the AmeriCorps Leaders Programs**

Description: A qualitative study of the structure, mission, activities, and approaches of leadership employed by the three Leaders programs.

Rationale: The Corporation currently has three leadership programs within *AmeriCorps*: *AmeriCorps* Leaders, *AmeriCorps\*VISTA* Leaders and *AmeriCorps\*NCCC* Leaders. The programs were developed to operate more or less independently of one another. The Board of Directors has urged the Corporation to consider consolidation of the programs, given their apparent overlap. To facilitate decision making about the programs, this study would explore how the programs differ, and to what extent they serve needs that are unique to their respective program streams. It would also provide recommendations for merging the programs into a single initiative.

Estimated Duration: Four months.

### **Evaluation of AmeriCorps Children & Youth Tutoring Programs**

Description: A three-year study of tutoring programs operated by *AmeriCorps\*State and National*, *AmeriCorps\*VISTA* and the *National Civilian Community Corps* programs. In Year One a random sample of Corporation tutoring programs will be studied to independently describe their activities, compare *AmeriCorps* tutoring practices with tutoring techniques known to be effective, and assess evidence of impact as available from programs. In Year Two a quasi-experimental study of a subset of the programs will provide evidence of the outcome of the tutoring on reading performance. Year Three of the study will follow students from the programs to determine the extent to which any effects found in Year Two persist.

Rationale: The programming emphases of the Corporation, the President's America Reads initiative, and the expected surge in school-focused volunteering inspired by the Presidents' Summit for America's Future all intensify the need for information about the outcomes of tutoring, particularly in reading. As a recent paper from a Johns Hopkins researcher underscored, however, there is relatively little rigorous research on the outcomes and impacts of tutoring programs and only slightly more information about those practices most likely to be effective. Given our extensive portfolio of tutoring programs and our research capacity, the Corporation is in an ideal position to significantly advance the states of applied knowledge and policy information with this research.

Estimated Duration: Three years with reports each year.

### **Evaluation of Education Award Only Programs**

Description: This research would describe the salient characteristics of the growing portfolio of Education Award Only programs with particular attention to the differences between regular *AmeriCorps* programs and Education Award Only programs as regards accomplishments and impacts, member experience, member demographics, and community outcomes. The goal would be a study with both policy and programmatic value.

Rationale: By current projections, nearly one-third of *AmeriCorps* members will be in education award only programs by next year. Although the intent and effort has been to have these programs be equivalent to "regular" programs using *AmeriCorps* members as regards member experience and program accomplishments, etc., little is known about how these new public/nonprofit partnerships will operate. Research on these programs will provide valuable information for both policy and programming.

Estimated Duration: One year.

### **Impact Evaluation of AmeriCorps\*VISTA**

Description: A multi-year study of the impact of *AmeriCorps\*VISTA* on service recipients, on the organizations VISTA members serve, on the members themselves, and on communities.

Rationale: An evaluation of the outcomes of *AmeriCorps\*VISTA* service has not been undertaken since the 1970s. This study would investigate the kinds of effects *AmeriCorps\*VISTA* has on those it serves, both institutions and individuals using methods that will allow the Corporation to speak definitively about the difference *AmeriCorps\*VISTA* makes.

Estimated Duration: Two years with reports each year.

### **Impact Evaluation of the *AmeriCorps\*National Civilian Community Corps***

Description: A study of the impacts of the *AmeriCorps\*NCCC* on its service recipients, communities, and members. Particular attention would be paid to those aspects of the *AmeriCorps\*NCCC* that are unique to its service delivery system, including its centralized management, relationship to the armed services, residential structure and the outplaced service teams (spikes).

Rationale: The *AmeriCorps\*NCCC* is the only program authorized under the National Service Trust Act not to have participated in an impact evaluation. As a consequence of its unique structure and development, outcomes of the other programs may not be applicable to the *AmeriCorps\*NCCC*. An impact evaluation would allow the *AmeriCorps\*NCCC* to demonstrate the strengths of its approach and to identify areas where improvement is needed. Such a study, combined with research being conducted or planned, would allow Corporation management to begin identifying the unique strengths of the three *AmeriCorps* programs and thereby maximize the value of each.

Estimated Duration: One year.

### ***National Senior Service Corps (NSSC)***

#### **Evaluation of the Seniors in Schools Initiative**

Description: An outcome evaluation of the *National Senior Service Corps* initiative to develop a K-3 tutoring program. The research would focus primarily on the performance outcomes for the students, using a mixture of existing data, where available, and additional measures of reading achievement. Where conditions permit, comparison groups would be used.

Rationale: Seniors in Schools is significant in *National Senior Service Corps* programming because of its explicit outcome focus. All nine project sites have outcome-based criteria for success with the students being tutored. In addition, information from this study can be added to other work proposed on tutoring to increase our understanding of tutoring programs.

Estimated Duration: One year.

#### **Impacts in the *Senior Companion Program***

Description: An investigation of the outcomes for the service recipients of *Senior Companion* services. This study will first determine current practices, outcomes likely to occur, and factors likely to affect impact. The study will then conduct a more rigorous evaluation to measure program outcomes.

Rationale: The last evaluation of the *Senior Companion Program* to focus on program impact was completed almost ten years ago and was focused on the outcomes of a demonstration program. Since that evaluation, programming has evolved, especially with the introduction of the *National Senior Service Corps* “Programming for Impact” initiative. This study will build upon two earlier impact evaluations to explore and measure the outcomes for service recipients of current activities and services.

Estimated Duration: Two-and-one-half years.